

## Part 16

### Minister for Planning; Lands

### Minister for Heritage

### Minister for Aboriginal Affairs

#### Summary of Portfolio Appropriations

Agency	2016-17 Budget \$'000	2016-17 Estimated Actual '000	2017-18 Budget Estimate '000
Planning, Lands and Heritage			
– Delivery of Services .....	123,928	119,119	115,311
– Administered Grants, Subsidies and Other Transfer Payments .....	90,704	90,204	-
– Capital Appropriation .....	5,283	5,283	2,391
<b>Total .....</b>	<b>219,915</b>	<b>214,606</b>	<b>117,702</b>
<b>GRAND TOTAL</b>			
– Delivery of Services .....	123,928	119,119	115,311
– Administered Grants, Subsidies and Other Transfer Payments .....	90,704	90,204	-
– Capital Appropriation .....	5,283	5,283	2,391
<b>Total.....</b>	<b>219,915</b>	<b>214,606</b>	<b>117,702</b>



## Division 25 Planning, Lands and Heritage

### Part 16 Minister for Planning; Lands

#### Minister for Heritage

#### Minister for Aboriginal Affairs

### Appropriations, Expenses and Cash Assets <sup>(a)</sup>

	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
<b>DELIVERY OF SERVICES</b>							
Item 41 Net amount appropriated to deliver services <sup>(b)</sup> .....	115,051	122,936	117,891	<b>114,083</b>	99,102	97,273	97,332
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975 .....	985	992	1,228	<b>1,228</b>	1,228	1,228	1,228
Total appropriations provided to deliver services.....	116,036	123,928	119,119	<b>115,311</b>	100,330	98,501	98,560
<b>ADMINISTERED TRANSACTIONS</b>							
Amount provided for Administered Grants, Subsidies and Other Transfer Payments.....	-	90,704	90,204	-	-	-	-
<b>CAPITAL</b>							
Item 106 Capital Appropriation.....	5,435	5,283	5,283	<b>2,391</b>	2,485	2,610	3,473
<b>TOTAL APPROPRIATIONS</b> .....	<b>121,471</b>	<b>219,915</b>	<b>214,606</b>	<b>117,702</b>	<b>102,815</b>	<b>101,111</b>	<b>102,033</b>
<b>EXPENSES</b>							
Total Cost of Services.....	191,858	189,350	177,430	<b>201,529</b>	173,855	171,546	167,325
Net Cost of Services <sup>(c)</sup> .....	139,755	134,547	123,557	<b>143,483</b>	118,637	115,717	111,163
<b>CASH ASSETS</b> <sup>(d) (e)</sup> .....	64,805	202,622	70,349	<b>53,193</b>	50,854	49,231	47,961

(a) The 2015-16 Actual, 2016-17 Budget and 2016-17 Estimated Actual financial data has been recast for comparative purposes due to Machinery of Government changes to amalgamate the Departments of Planning and Lands and the State Heritage Office on 1 July 2017, as well as the land and heritage functions from the Department of Aboriginal Affairs.

(b) The Department's net amount appropriated to deliver services from the 2016-17 Estimated Actual onwards includes the transfer of appropriation for staff reallocated from the Department of Finance to various agencies in response to changes to government procurement policy.

(c) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

(d) As at 30 June each financial year.

(e) Cash assets for the 2016-17 Budget included notional cash receipts from the sale of agency freehold land holdings amounting to \$182.4 million.

### Spending Changes

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since the publication of the 2016-17 Pre-election Financial Projections Statement on 9 February 2017, are outlined below:

	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
<b>Election Commitments</b>					
Grants to the Kimberley Aboriginal Law and Cultural Centre.....	-	-	125	125	125
Swan Valley Development Package <sup>(a)</sup> .....	-	-	200	200	200

	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
<b>Other</b>					
2017-18 Streamlined Budget Process Incentive Funding.....	-	1,131	-	-	-
2017-18 Tariffs, Fees and Charges .....	-	(208)	(208)	(208)	(208)
Adjustments to Western Australian Planning Commission Service Delivery Agreement .....	-	(145)	(336)	(391)	(447)
Freeze Salaries and Allowances Tribunal Determined Salaries .....	-	(18)	(37)	(56)	(75)
Funding and Management of the Aboriginal Affairs Planning Authority and the Aboriginal Lands Trust.....	-	1,080	-	-	-
Kariyarra Indigenous Land Use Agreement .....	-	4,514	674	482	442
Princess Margaret Hospital - Lot 17.....	(650)	-	-	-	-
Regional Workers Incentive Payments .....	(11)	(22)	(24)	(27)	(48)
Revised Depreciation and Amortisation Expenses.....	-	370	615	810	450
Revision to Indexation for Non-Salary Expenses .....	-	-	(670)	(1,015)	(1,324)
Resolution of Native Title in the South West of Western Australia.....	-	328	-	-	-
Strategic Assessment of the Perth and Peel Regions.....	-	1,617	-	-	-

(a) Existing agency spending has been reprioritised to meet some or all of the costs of this commitment.

## Significant Issues Impacting the Agency

### Aboriginal Land Trust

In 2017-18 the Government will continue to facilitate the transfer of Aboriginal Land Trust land and infrastructure assets to Aboriginal control in order to foster increased economic opportunities critical to the sustainability of Aboriginal communities in regional and remote Western Australia.

### Heritage Revolving Fund

The Heritage Revolving Fund, known as Heritage Works, will build on the successful conservation and reactivation of the historic Warders' Cottages, in central Fremantle. The Coogee Hotel project will be completed in 2017-18 and other projects will be progressed.

### Fremantle Prison

The Department manages, conserves and operates the World Heritage listed Fremantle Prison ensuring the economic sustainability of Western Australia's most recognised and important historic tourism and compatible use asset.

### Land Asset Sales Program (LASP)

The LASP, coordinated by the Department's Land Asset Management Unit, manages the divestment of surplus or underutilised State property assets to achieve highest and best use. In 2017-18, the Department will continue to manage LASP to optimise the value of the State's land assets.

### Northampton Townsite

Following the completion of Phase 1 of the Northampton Lead Tailings project in 2016-17, which identified 129 properties impacted by lead tailings, a budget of \$4.7 million has been allocated in 2017-18 to commence Phase 2 of the project, which involves removal, management and the safe disposal of the tailings.

### Wittenoom Asbestos Management Area

The Department will continue its commitment to finalise the closure of the Wittenoom town site, providing a budget of \$4.1 million across 2017-18 and 2018-19 to acquire the remaining freehold properties and demolish all improvements.

### **Bushfire Risk Management Planning**

In addition to managing risks on the land owned by the Western Australian Planning Commission (WAPC), the Department is also responsible for managing a range of risks over the 37% of the State that is unallocated Crown land or unmanaged reserves. One of the most serious risks faced in these areas is bushfire. The Department will continue to work closely with other State entities to manage and, to the extent possible within applicable constraints, mitigate these risks in accordance with the Bushfire Risk Management Planning regime.

### **METRONET Planning**

The Department supports the METRONET taskforce and provides planning expertise and advice in relation to land use planning around the project's development and delivery.

### **Forrestfield-Airport Link (FAL)**

The Department will continue to lead the station precinct planning for the FAL, on behalf of the WAPC. The FAL is one of the first key projects to be delivered as part of METRONET Stage 1 and includes new stations at Forrestfield, Airport Central and Belmont.

### **Strategic Assessment of the Perth and Peel Regions (SAPPR)**

The SAPPR aims to streamline State and Commonwealth environmental approvals. Close cross-agency collaboration will continue in 2017-18 together with a cost benefit analysis of the project.

### **Development Assessment Panels (DAPs)**

The Department continues to provide coordination and secretariat services to the DAPs. Established in 2011, DAPs have received 1,241 applications for development projects with an estimated value of \$35 billion (to June 2017). Ongoing monitoring of the system will continue.

### **Planning Reform**

The Department is progressing proposed amendments to the *Planning and Development Act 2005* and the introduction of the new Region Planning Scheme Regulations.

### **ePlan and eLodgment Services**

ePlan and eLodgment enables stakeholders to lodge and track a range of planning applications online including, subdivisions and amalgamations. The Department's online facilities will continue to be expanded to include additional services.

### **Urban Development**

The Department continues to monitor and coordinate land supply and the timely delivery of residential, industrial and commercial land for the WAPC.

### **Demography and Indicators Program**

The Department delivers an ongoing program of demography and applied urban research projects that enable government to understand population trends and plan for the efficient delivery of government services. This information is available to all State Government departments and is readily accessible in documents including WA Tomorrow and the Metropolitan Land Use Forecasting System. Lot data is critical to industry in matching demand and supply of lots.

### **Swan Valley Development Package**

The Department is reviewing the Swan Valley Development Plan and the Swan Valley Protection Bill. The review will consider both social and economic priorities to balance the region's significance as a centre for cultural and viticultural tourism with the rights of local communities with an aim to strengthen the role of the Swan Valley Planning Committee.

## Resource Agreement

The following performance information (financial and non-financial) is the subject of a Resource Agreement signed by the Minister for Planning; Lands, Minister for Heritage, Minister for Aboriginal Affairs, the Accountable Authority and Treasurer under Part 3, Division 5 of the *Financial Management Act 2006*.

The relationship of Ministers to services is shown below.

Responsible Minister	Services
Minister for Planning; Lands	1. Integrated Land and Infrastructure Policy Development 2. Land Accessibility Planning and Policy Development 3. Land Asset Management 4. Crown Land Administration 5. Native Title Administration 6. Preparation for Sale of State-owned Land Assets
Minister for Heritage	7. Cultural Heritage Conservation Services on Behalf of and Under the Direction of the Heritage Council of Western Australia 8. Community Engagement in Cultural Heritage
Minister for Aboriginal Affairs	9. Heritage Management 10. Land Management

## Outcomes, Services and Key Performance Information

The Outcomes, Services and Key Performance Information reflect the amalgamation of the Departments of Planning and Lands and the State Heritage Office due to Machinery of Government changes on 1 July 2017, as well as land and heritage functions transferred from the Department of Aboriginal Affairs. Where practical, the 2015-16 Actual, 2016-17 Budget and 2016-17 Estimated Actual has been recast for comparative purposes.

## Relationship to Government Goals

Broad government goals are supported at agency level by specific outcomes. Agencies deliver services to achieve these outcomes. The following table illustrates the relationship between the agency's services and desired outcomes, and the government goal it contributes to. The key effectiveness indicators measure the extent of impact of the delivery of services on the achievement of desired outcomes. The key efficiency indicators monitor the relationship between the service delivered and the resources used to produce the service.

Government Goals	Desired Outcomes	Services
Better Places: A quality environment with liveable and affordable communities and vibrant regions.	An effective and efficient planning system that supports the sustainable development of well-planned communities in Western Australia.	1. Integrated Land and Infrastructure Policy Development 2. Land Accessibility Planning and Policy Development
	The State's land asset is managed responsibly.	3. Land Asset Management
	Security of land tenure.	4. Crown Land Administration 5. Native Title Administration
Sustainable Finances: Responsible financial management and better service delivery.	Optimise the value of the State's land assets.	6. Preparation for Sale of State-owned Land Assets

Government Goals	Desired Outcomes	Services
Better Places: A quality environment with liveable and affordable communities and vibrant regions.	Quality advice and support to the Heritage Council of Western Australia and the Minister for Heritage to promote and deliver the conservation of cultural heritage places in Western Australia, for the benefit of present and future generations.	7. Cultural Heritage Conservation Services on Behalf of and Under the Direction of the Heritage Council of Western Australia
	Cultural heritage management for community education and appreciation.	8. Community Engagement in Cultural Heritage
	Achieving the right balance between development and protection to ensure economic opportunities are leveraged to the benefit of the whole community.	9. Heritage Management
	Better utilisation of the Aboriginal Lands Trust estate to achieve shared social and economic outcomes.	10. Land Management

## Service Summary

Expense	2015-16	2016-17	2016-17	2017-18	2018-19	2019-20	2020-21
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Integrated Land and Infrastructure Policy Development .....	52,870	48,663	44,862	48,549	43,363	43,677	43,349
2. Land Accessibility Planning and Policy Development .....	45,347	45,951	44,798	48,220	43,069	43,382	43,055
3. Land Asset Management .....	13,251	13,709	9,910	18,830	12,854	9,739	5,694
4. Crown Land Administration .....	22,866	22,715	23,316	22,619	21,293	21,371	21,294
5. Native Title Administration.....	11,537	12,527	11,457	16,269	10,057	9,913	9,840
6. Preparation for Sale of State-owned Land Assets .....	12,228	11,998	11,603	12,095	11,386	11,427	11,387
7. Cultural Heritage Conservation Services on Behalf of and Under the Direction of the Heritage Council of Western Australia ...	8,032	8,141	8,341	7,931	7,490	7,490	7,410
8. Community Engagement in Cultural Heritage.....	6,410	5,425	5,425	5,672	5,357	5,357	5,495
9. Heritage Management.....	12,556	13,144	11,517	13,235	12,336	12,468	12,889
10. Land Management .....	6,761	7,077	6,201	8,109	6,650	6,722	6,912
<b>Total Cost of Services .....</b>	<b>191,858</b>	<b>189,350</b>	<b>177,430</b>	<b>201,529</b>	<b>173,855</b>	<b>171,546</b>	<b>167,325</b>

## Outcomes and Key Effectiveness Indicators <sup>(a)</sup>

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
<b>Outcome: An effective and efficient planning system that supports the sustainable development of well-planned communities in Western Australia:</b>					
The percentage of subdivision applications determined within the statutory timeframe.....	81%	80%	73%	80%	
The percentage of deposited and strata plans (excluding built strata plans) endorsed within the statutory timeframe .....	99%	99%	99%	99%	
The percentage of development applications determined within the statutory timeframe.....	77%	70%	65%	70%	
The percentage of finalised appeals (excluding DAP appeals) that are not upheld on review by the State Administrative Tribunal .....	99%	95%	96%	95%	
The percentage of Local Planning Scheme (LPS) amendments processed by the Department under delegated authority and submitted to the Minister within the statutory timeframe:					
Basic (42 days) .....	n/a	60%	51%	60%	1
Standard (60 days).....	n/a	60%	29%	60%	1
The percentage of DAP applications that are determined within the statutory timeframe.....	n/a	n/a	80%	70%	2
<b>Outcome: The State's land asset is managed responsibly:</b>					
Percentage of unmanaged Crown land in the State of Western Australia.....	n/a	n/a	38%	38%	3
Percentage of rent reviews implemented by the recent review date.....	n/a	n/a	50%	80%	4
<b>Outcome: Security of land tenure:</b>					
Percentage of all accepted enquiries progressed to completion or resolution....	n/a	n/a	46%	60%	5
Number of challenges to provision of tenure.....	nil	nil	nil	nil	
Percentage of new Crown land applications assessed for Native Title .....	n/a	n/a	100%	100%	
<b>Outcome: Optimise the value of the State's land assets:</b>					
Percentage of Crown land sales target achieved.....	n/a	n/a	79%	100%	6
<b>Outcome: Quality advice and support to the Heritage Council of Western Australia and the Minister for Heritage to promote and deliver the conservation of cultural heritage places in Western Australia, for the benefit of present and future generations:</b>					
The Minister for Heritage's satisfaction with the services provided by the Department .....	88%	85%	96%	85%	
The Heritage Council of Western Australia's satisfaction with the services provided by the Department .....	90%	85%	93%	85%	7
<b>Outcome: Cultural heritage management for community education and appreciation:</b>					
Visitors to Fremantle Prison's satisfaction with the services provided by the Department .....	97%	85%	97%	85%	8
<b>Outcome: Achieving the right balance between development and protection to ensure economic opportunities are leveraged to the benefit of the whole community:</b>					
Percentage of direct stakeholders satisfied with the services related to the management of Aboriginal heritage .....	72%	80%	81%	80%	9
<b>Outcome: Better utilisation of the Aboriginal Lands Trust estate to achieve shared social and economic outcomes:</b>					
Percentage of direct stakeholders satisfied with the services related to the management of the Aboriginal Lands Trust estate .....	77%	80%	67%	80%	10

(a) Further detail in support of the key effectiveness indicators is provided in the agencies' Annual Reports.

## Explanation of Significant Movements

(Notes)

1. In the 2015-16 Actual, this indicator aggregated basic, standard and complex amendments as the separate categories were introduced to the planning system in October 2015. The assessment of complex amendments is not a delegated function of the Department. Separate data is not available for basic or standard amendments for 2015-16.
2. This is a new key effectiveness indicator and data is not available for 2015-16. The 2017-18 Budget Target has been set at 70% to be consistent with other development applications. In 2016-17, 80% of DAP applications were determined within the statutory timeframes.
3. This is a new key effectiveness indicator and data is not available for 2015-16.
4. This is a new key effectiveness indicator therefore the 2015-16 Actual and the 2016-17 Budget figures are not available. The improvement in the forecast rent review rate in 2017-18 is attributed to improved internal processes and reporting capabilities which will assist with processing timeframes and deadline notifications.
5. This is a new key effectiveness indicator therefore the 2015-16 Actual and the 2016-17 Budget figures are not available. The increase in the forecast completed enquiries in 2017-18 is attributed to improved systems and monitoring capabilities.
6. This is a new key effectiveness indicator therefore the 2015-16 Actual and the 2016-17 Budget figures are not available. The 2016-17 Estimated Actual is 21% below the sales target due to the decision to reduce the saleable area of the former Shenton Park Hospital site to improve planning outcomes.
7. The Council member's satisfaction of the service delivered by the Department continued to exceed the target. The satisfaction target was increased from 75% to 85% in 2016 and will undergo further assessment in 2018.
8. The Fremantle Prison continues to improve its satisfaction levels to visitors at the site. This indicator will undergo assessment in 2018 and different methods of collecting surveys from customers will be implemented.
9. The increased target and result from the 2015-16 Actual to the 2016-17 Budget reflects an increased presence on the ground, better engagement with Aboriginal stakeholders and improved response times to matters relating to Aboriginal heritage across the State.
10. The decrease in percentage of direct stakeholders satisfied in the 2016-17 Estimated Actual, is linked to an increase in neutral (neither satisfied nor dissatisfied) survey respondents.

## Services and Key Efficiency Indicators

### 1. Integrated Land and Infrastructure Policy Development

By shaping the pattern of development and influencing the location, scale, density, design and mix of land uses, integrated land use systems contribute to the Government's goal, 'Better Places' by:

- ensuring flexibility to meet the demands of a changing economy and market environments; and
- maximising the use of existing infrastructure rather than incurring the costs of greenfields infrastructure with its resulting impact on home affordability.

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
Total Cost of Service.....	\$'000 52,870	\$'000 48,663	\$'000 42,862	\$'000 48,549	
Less Income.....	10,732	10,822	10,485	10,996	
Net Cost of Service.....	42,138	37,841	34,382	37,553	
<b>Employees (Full Time Equivalents).....</b>	234	235	222	239	
<b>Efficiency Indicator</b>					
Average Cost per Policy Hour for Integrated Land Policy Development .....	\$176.31	\$161.91	\$144.74	\$159.59	1

### Explanation of Significant Movements

(Notes)

1. The decrease in Average Cost per Policy Hour for Integrated Land Policy Development in 2016-17 is due to the deferral of expenditure from 2016-17 to 2017-18.

### 2. Land Accessibility Planning and Policy Development

This service contributes to the Government's 'Better Places' goal through:

- ensuring that sufficient land is available for purchase for both residential and commercial, industrial/employment purposes;
- controlling lot sizes and therefore the costs of infrastructure required to service each lot;
- minimising land supply delays and the attendant costs by making accurate, timely decisions on redevelopment and subdivision proposals; and
- providing resources to the WAPC to enable:
  - the acquisition and management of properties reserved under Perth's Metropolitan Region Scheme for important urban roads, controlled access highways, parks and recreational reserves, special uses and major land redevelopment projects; and
  - other special planning projects undertaken within the Perth metropolitan area.

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
Total Cost of Service.....	\$'000 45,347	\$'000 45,951	\$'000 44,798	\$'000 48,220	
Less Income.....	31,257	36,180	35,532	36,943	1
Net Cost of Service.....	14,090	9,771	9,266	11,277	
<b>Employees (Full Time Equivalents).....</b>	233	245	223	237	
<b>Efficiency Indicator</b>					
Average Cost per Statutory Application Processed.....	\$6,538	\$7,317	\$7,230	\$8,683	2

### Explanation of Significant Movements

(Notes)

1. The \$4.9 million variance in income between the 2015-16 Actual and the 2016-17 Budget was due to underspends in the WAPC Service Delivery Agreement in 2015-16.
2. The increase in Average Cost per Statutory Application Processed is due to a higher budgeted Total Cost of Service as a result of the deferral of expenditure from 2016-17 to 2017-18 and a decline in the number of statutory applications budgeted to be processed by the Department.

### 3. Land Asset Management

The Department manages Crown land to ensure that land is being utilised at its full value and potential. This service is responsible for supporting the policies and strategies that unlock the land potential for the State, and manage the risk of Crown land including managed and unmanaged Crown land.

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
Total Cost of Service .....	\$'000 13,251	\$'000 13,709	\$'000 9,910	\$'000 18,830	1
Less Income .....	4,243	2,878	2,878	2,878	
Net Cost of Service .....	9,008	10,831	7,032	15,952	
<b>Employees (Full Time Equivalents).....</b>	20	23	23	29	
<b>Efficiency Indicators</b>					
Percentage of Pastoral Leases Monitored .....	n/a	n/a	91%	90%	2
Average Cost per Square Kilometre to Manage Crown Land .....	n/a	n/a	\$2.20	\$2.40	2

### Explanation of Significant Movements

(Notes)

1. The decrease in expenditure between the 2016-17 Budget and the 2016-17 Estimated Actual is due to the deferral of budget pertaining to Phase 2 of the Northampton Lead Tailings project (\$3.7 million) and the Wittenoom Townsite project (\$2.7 million).

The increase in expenditure between the 2016-17 Budget and the 2017-18 Budget Target is mostly attributed to the Royalty for Regions funded Mitigation of Extreme Bushfire and Other Risks on State Owned Land initiative budgeted at \$5 million.

The 2015-16 Actual includes a once-off budget of \$7.1 million for pastoral lease compensation for lawful improvements. This levels the 2015-16 Actual with the 2016-17 Budget as the Northampton Lead Tailings and the Wittenoom Townsite projects did not commence until 2016-17.

2. New efficiency indicators and additional services have been developed and adopted in 2016-17 following updates to the Outcome Based Management Framework. Therefore the 2015-16 Actual and the 2016-17 Budget figures are not available. The 2016-17 Estimated Actual has been provided for comparability purposes.

#### 4. Crown Land Administration

The Department administers and manages Crown land to support the needs of the community of Western Australia and to deliver primary land tenure for strategic infrastructure projects.

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	22,866	22,715	23,316	22,619	
Less Income.....	1,413	90	90	1,092	1
Net Cost of Service.....	21,453	22,625	23,226	21,527	
<b>Employees (Full Time Equivalents).....</b>	109	128	130	134	
<b>Efficiency Indicators</b>					
Operational Cost per Crown Land Action .....	n/a	n/a	\$7,288	\$7,069	2
Average Number of Days to Progress an Inquiry from Assessment to Acceptance .....	n/a	n/a	13 working days	12 working days	2

#### Explanation of Significant Movements

(Notes)

1. An increase in regulatory fees and fines driven by an increase in Crown land licence fees is reflected in the 2017-18 Budget Estimate through to the forward estimates. Increased collection of Crown land licence fees is also responsible for the 2015-16 Actual being considerably higher than the 2016-17 Budget.
2. New efficiency indicators and additional services have been developed and adopted in 2016-17 following updates to the Outcome Based Management Framework. Therefore the 2015-16 Actual and the 2016-17 Budget figures are not available. A 2016-17 Estimated Actual has been provided for comparability purposes.

#### 5. Native Title Administration

The Department ensures that in the case of land subject to Native Title rights and interests, security of land tenure is provided by dealing with native title appropriately depending on the use and type of tenure proposed.

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	11,537	12,527	11,457	16,269	1
Less Income.....	-	-	-	-	
Net Cost of Service.....	11,537	12,527	11,457	16,269	
<b>Employees (Full Time Equivalents).....</b>	39	46	47	46	
<b>Efficiency Indicator</b>					
Average Operational Cost per Native Title Action Taken .....	n/a	n/a	\$94,225	\$88,938	2

#### Explanation of Significant Movements

(Notes)

1. The reduction in expenditure between the 2016-17 Budget and the 2016-17 Estimated Actual is predominantly due to the deferral of expenses relating to the resolution of Native Title claims in the South West of \$2.8 million, offset by an increase in expenditure for the Newman Letter Indigenous Land Use Agreement (\$1.2 million).

The increase in expenditure between the 2016-17 Estimated Actual and the 2017-18 Budget Target is due to the commencement of the Kariyarra Indigenous Land Use Agreement, which has a budget of \$4.5 million in 2017-18.

2. The Average Operational Cost per Native Title Action Taken is projected to reduce in the 2017-18 Budget Target due to an increase in the number of actions along with operating cost efficiencies to be achieved. New efficiency indicators and additional services have been developed and adopted in 2016-17 following updates to the Outcome Based Management Framework. Therefore the 2015-16 Actual and the 2016-17 Budget figures are not available. The 2016-17 Estimated Actual has been provided for comparability purposes.

## 6. Preparation for Sale of State-owned Land Assets

The Department administers the Government's Land Asset Sales Program, whereby surplus or underutilised Crown land assets are identified and prepared for sale. Sale of land enables the assets to be used for a higher and/or better use in a way that unlocks the full potential of the assets for the betterment of Western Australia.

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
Total Cost of Service.....	\$'000 12,228	\$'000 11,998	\$'000 11,603	\$'000 12,095	
Less Income.....	-	-	-	-	
Net Cost of Service.....	12,228	11,998	11,603	12,095	
<b>Employees (Full Time Equivalents).....</b>	19	22	22	23	
<b>Efficiency Indicator</b>					
Percentage of Divestment Fund Spent to Unlock Crown Land Assets.....	74%	n/a	75%	100%	1

### Explanation of Significant Movements

(Notes)

1. New services have been adopted in 2016-17 following updates to the Outcome Based Management Framework. The Department has been unable to provide the 2016-17 Budget figures. The 2015-16 Actual and 2016-17 Estimated Actual figures have been calculated for comparability purposes.

## 7. Cultural Heritage Conservation Services on Behalf of and Under the Direction of the Heritage Council of Western Australia

Provide quality advice and support to the Heritage Council to establish and maintain a comprehensive Heritage Register; provide conservation advice on development referrals and other relevant matters; develop the role of public authorities in conserving and managing heritage places; provide financial assistance and other conservation incentives; and provide publications, seminars and other promotional activities.

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
Total Cost of Service.....	\$'000 8,032	\$'000 8,141	\$'000 8,341	\$'000 7,931	
Less Income.....	41	25	25	1,087	1
Net Cost of Service.....	7,991	8,116	8,316	6,844	
<b>Employees (Full Time Equivalents).....</b>	31	31	31	31	
<b>Efficiency Indicators</b>					
Average Cost per Place of Maintaining the Heritage Register.....	\$59	\$60	\$61	\$60	
Average Cost of Development Referrals.....	\$1,100	\$900	\$1,072	\$900	2
Average Cost of Administering Grants (per Grant Dollar).....	\$0.17	\$0.10	\$0.10	\$0.10	

### Explanation of Significant Movements

(Notes)

1. The increase in income from the 2016-17 Budget and 2016-17 Estimated Actual to the 2017-18 Budget Target is due to income expected to be received from the sale of the Coogee Hotel.
2. The higher than budgeted Average Cost of Development Referrals relates to the number of complex and State significant projects managed throughout the year including the New Museum Perth, Raine Square, St Andrew's Church, Perth General Post Office and Elizabeth Quay projects.

### 8. Community Engagement in Cultural Heritage

Conserve and interpret the applicable world, national, State and local heritage values of places under management (Fremantle Prison); promote a sustainable future for places under management through an integrated development framework, compatible uses and delivery of visitor standards consistent with being Western Australia's premier heritage sites; promote heritage success stories and engagement with the State's heritage through media, publications, tourism and interpretation.

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
Total Cost of Service.....	\$'000 6,410	\$'000 5,425	\$'000 5,425	\$'000 5,672	
Less Income.....	4,164	4,668	4,668	4,910	
Net Cost of Service.....	2,246	757	757	762	
<b>Employees (Full Time Equivalents).....</b>	<b>32</b>	<b>32</b>	<b>32</b>	<b>32</b>	
<b>Efficiency Indicator</b>					
Average Cost per Visitor to the Fremantle Prison.....	\$34.10	\$40	\$30.08	\$40	1

#### Explanation of Significant Movements

(Notes)

1. This efficiency indicator was introduced in 2015-16 with a target of \$40 set for 2016-17. A combination of an increase in visitor numbers, and decrease in expense largely due to changes in café management structure, has resulted in a lower Average Cost per Visitor to the Fremantle Prison in 2016-17 of \$30.08. This target will be reviewed for 2017-18.

### 9. Heritage Management

Involves the provision of secretariat and policy support for the Aboriginal Cultural Material Committee; provision of advice on matters relating to Aboriginal heritage; processing of statutory approvals administration of the heritage sites register; family history research; and heritage compliance activities.

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
Total Cost of Service.....	\$'000 12,556	\$'000 13,144	\$'000 11,517	\$'000 13,235	1
Less Income.....	162	94	130	100	
Net Cost of Service.....	12,394	13,050	11,387	13,135	
<b>Employees (Full Time Equivalents).....</b>	<b>56</b>	<b>55</b>	<b>61</b>	<b>61</b>	
<b>Efficiency Indicators</b>					
Average Processing Time per Statutory Approval.....	106 days	70 days	83 days	70 days	
Average Time to Update Register.....	30 days	12 days	22 days	12 days	
Average Time to Complete Initial Assessment.....	7 days	7 days	3 days	3 days	

#### Explanation of Significant Movements

(Notes)

1. There are limitations to the comparability of financial information across years due to differing cost allocation methodologies required to reflect Machinery of Government changes. That considered, business reviews in heritage management and corporate support functions delivered one-off savings in 2016-17.

## 10. Land Management

Involves the provision of secretariat and policy support to the Aboriginal Lands Trust, Aboriginal people, the Minister for Aboriginal Affairs, Government and key stakeholders in relation to management of the Aboriginal Lands Trust estate; processing of land access approvals; assisting with the operational management and development of land; management of strategic initiatives in accordance with the Aboriginal Lands Trust strategic plan; and facilitation of the transfer of land to Aboriginal people.

	2015-16 Actual	2016-17 Budget	2016-17 Estimated Actual	2017-18 Budget Target	Note
Total Cost of Service.....	\$'000 6,761	\$'000 7,077	\$'000 6,201	\$'000 8,109	1,2
Less Income.....	91	46	65	40	
Net Cost of Service.....	6,670	7,031	6,136	8,069	
<b>Employees (Full Time Equivalents).....</b>	31	31	31	33	
<b>Efficiency Indicator</b>					
Average Processing Time per Land Transaction .....	4 days	6 days	3 days	3 days	

### Explanation of Significant Movements

(Notes)

1. There are limitations to the comparability of financial information across years due to differing cost allocation methodologies required to reflect Machinery of Government changes. That considered, business reviews in heritage management and corporate support functions delivered one-off savings in 2016-17.
2. The 2017-18 Budget Target includes a one-off \$1.7 million grant to the Aboriginal Affairs Planning Authority to meet the costs of maintaining the Aboriginal Lands Trust Estate.

## Asset Investment Program

The Department's Asset Investment Program for 2017-18 is \$9.4 million, comprised of accommodation, minor works and information and communication technology (ICT) asset replacement and the following major projects.

### ICT Infrastructure Projects

The Department has approved funding for the following process improvements:

- Digitisation Project - The Department will continue to digitise State land records in 2017-18 with a budget of \$1.6 million. This project commenced in 2015-16 with a total budget of \$2.5 million. The digitisation of the open and active operational files will reduce process timeframes on determinations and land actions, streamline business processes, ensure business continuity, enable integration with the Integrated Workflow Management System (iWMS) and address risks associated with the reliance on paper-based files.
- iWMS Project - Implementation of a Workflow Management System will continue in 2017-18 with a budget of \$3.2 million. The iWMS will promote a cloud-based environment and allow the Department to digitally connect with customers, transform the way Crown land is managed, provide management with the tools to manage workflow, and deliver consistent and timely services to customers.
- Finance System Implementation - The formation of the new Department will increase the scope and complexity of finance functions. A more integrated and efficient cloud-based solution will be delivered to facilitate the amalgamation of the Departments.
- The Department will continue to develop back office corporate systems that support the WAPC in its determination of land use applications and to reduce application processing delays.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-17 \$'000	2016-17 Estimated Expenditure \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
<b>WORKS IN PROGRESS</b>							
Accommodation Refurbishment and Sustainability							
Initiatives.....	7,083	3,970	234	246	258	271	352
Asset Replacement - ICT .....	23,786	14,461	1,549	1,125	1,062	1,087	1,778
ICT Projects							
Digitisation of State Land Records.....	2,515	900	900	1,615	-	-	-
ICT Infrastructure .....	38,668	19,127	1,535	3,245	1,727	1,814	1,905
Workflow Management System .....	3,458	300	300	3,158	-	-	-
<b>COMPLETED WORKS</b>							
ICT Projects - Shared ICT Framework.....	388	388	350	-	-	-	-
Other - Purchase of Land.....	1,850	1,850	1,850	-	-	-	-
Strategic and Statutory Planning - Location Information Strategy .....	1,599	1,599	1,096	-	-	-	-
<b>Total Cost of Asset Investment Program.....</b>	<b>79,347</b>	<b>42,595</b>	<b>7,814</b>	<b>9,389</b>	<b>3,047</b>	<b>3,172</b>	<b>4,035</b>
<b>FUNDED BY</b>							
Capital Appropriation .....			5,283	2,391	2,485	2,610	3,473
Drawdowns from the Holding Account.....			591	625	562	562	562
Internal Funds and Balances.....			-	6,373	-	-	-
Other .....			1,940	-	-	-	-
<b>Total Funding.....</b>			<b>7,814</b>	<b>9,389</b>	<b>3,047</b>	<b>3,172</b>	<b>4,035</b>

## Financial Statements

The 2015-16 Actual, 2016-17 Budget and 2016-17 Estimated Actual financial data has been recast for comparative purposes due to Machinery of Government changes to amalgamate the Departments of Planning and Lands, the State Heritage Office and the land and heritage functions of the Department of Aboriginal Affairs on 1 July 2017.

### Income Statement

#### *Expenses*

Total Cost of Services has decreased by \$11.9 million from the 2016-17 Budget to the 2016-17 Estimated Actual. The decrease is due to the deferral of expenditure relating to Phase 2 of the Northampton Lead Tailings project (\$3.8 million), finalising the Wittenoom Townsite closure project (\$2.7 million), a voluntary severance scheme (\$2.5 million), Strategic Planning Projects (\$1.3 million), and Finance Systems Implementation (\$2 million).

The Total Cost of Services increased by \$24.1 million from the 2016-17 Estimated Actual to the 2017-18 Budget Estimate. The increase is due to the deferral of \$10.5 million of recurrent expenditure to 2017-18 (as above) and key budget initiatives including the Kariyarra Indigenous Land Use Agreement (\$4.5 million) and the Mitigation of Extreme Bushfire and Other Risks on State Owned Land (\$5 million), which is funded through Royalties for Regions.

#### *Income*

The \$4.2 million increase in total income from the 2016-17 Estimated Actual to the 2017-18 Budget Estimate was largely due to an increase in Crown land licence fees associated with resource projects in the north of Western Australia (\$1 million). An adjustment was made to the budget to reflect this increase in fees collected in the 2017-18 Budget Estimate and the forward estimates. Revenue of \$1.3 million from the WAPC Service Delivery Agreement was deferred from the 2016-17 Estimated Actual to the 2017-18 Budget Estimate to fund the Strategic Planning Projects that were also deferred.

### Statement of Financial Position

Cash assets decreased by \$131.7 million from the 2016-17 Budget to the 2016-17 Estimated Actual due to derecognition of \$159 million of notional revenue from the sale of agency (whole-of-government) land in the 2016-17 Estimated Actual. This was offset by an increase of cash assets due to the deferral of 2016-17 expenditure to 2017-18.

The \$15.8 million decrease in cash assets from the 2016-17 Estimated Actual to the 2017-18 Budget Estimate is due to the deferral of expenditure to 2017-18.

Property, plant and equipment movement of \$114 million between the 2015-16 Actual and the 2016-17 Budget, and \$118 million between the 2016-17 Budget and the 2016-17 Estimated Actual is linked to the derecognition of notional revenue noted above and the sale of agency land.

### Statement of Cashflows

A \$9.9 million decrease in net cash from operating activities from the 2016-17 Budget to the 2016-17 Estimated Actual was due to the deferral of budgeted payments to 2017-18.

The increase in net cash from operating activities of \$17.3 million is due to the deferral of the 2016-17 Estimated Actual payments to the 2017-18 Budget Estimate and increased payments due to key budget initiatives (see Income Statement expenses).

**INCOME STATEMENT <sup>(a)</sup>  
(Controlled)**

	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
<b>COST OF SERVICES</b>							
<b>Expenses</b>							
Employee benefits <sup>(b)</sup> .....	97,436	101,455	96,554	100,729	91,860	93,732	94,188
Grants and subsidies <sup>(c)</sup> .....	14,569	8,028	7,936	12,909	5,351	4,875	4,875
Supplies and services.....	34,892	49,171	39,811	56,771	45,474	42,047	37,290
Accommodation.....	15,236	14,626	14,626	14,785	14,672	14,823	15,386
Depreciation and amortisation.....	5,654	3,502	3,771	4,806	4,889	4,684	4,299
Other expenses.....	24,071	12,568	15,034	11,529	11,609	11,385	11,287
<b>TOTAL COST OF SERVICES</b> .....	<b>191,858</b>	<b>189,350</b>	<b>177,430</b>	<b>201,529</b>	<b>173,855</b>	<b>171,546</b>	<b>167,325</b>
<b>Income</b>							
Sale of goods and services.....	6,287	4,986	4,986	4,794	4,880	4,880	4,880
Regulatory fees and fines.....	-	90	90	1,092	1,056	1,080	1,080
Grants and subsidies.....	1,813	531	871	677	126	126	126
Other revenue.....	44,003	49,196	47,926	51,483	49,156	49,743	50,076
<b>Total Income</b> .....	<b>52,103</b>	<b>54,803</b>	<b>53,873</b>	<b>58,046</b>	<b>55,218</b>	<b>55,829</b>	<b>56,162</b>
<b>NET COST OF SERVICES</b> .....	<b>139,755</b>	<b>134,547</b>	<b>123,557</b>	<b>143,483</b>	<b>118,637</b>	<b>115,717</b>	<b>111,163</b>
<b>INCOME FROM STATE GOVERNMENT</b>							
Service appropriations.....	116,036	123,928	119,119	115,311	100,330	98,501	98,560
Resources received free of charge.....	9,470	9,112	9,112	9,245	9,245	9,245	9,245
Royalties for Regions Fund:							
Regional Community Services Fund.....	1,523	2,179	2,314	6,807	5,294	4,554	294
Regional Infrastructure and Headworks Fund.....	3,946	1,169	964	-	-	-	-
<b>TOTAL INCOME FROM STATE GOVERNMENT</b> .....	<b>130,975</b>	<b>136,388</b>	<b>131,589</b>	<b>131,363</b>	<b>114,869</b>	<b>112,300</b>	<b>108,099</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD</b> .....	<b>(8,780)</b>	<b>1,841</b>	<b>8,032</b>	<b>(12,120)</b>	<b>(3,768)</b>	<b>(3,417)</b>	<b>(3,064)</b>

(a) Full audited financial statements are published in the agencies' Annual Reports.

(b) The Full Time Equivalents for 2015-16 Actual, 2016-17 Estimated Actual and 2017-18 Budget Estimate are 804, 822 and 865 respectively. In some cases the figures for 2015-16 and 2016-17 may differ from previously published figures due to changes in calculation methodology.

(c) Refer to the Details of Controlled Grants and Subsidies table below for further information.

**DETAILS OF CONTROLLED GRANTS AND SUBSIDIES**

	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
Aboriginal Lands Trust Estate .....	-	-	-	1,700	-	-	-
Anketell Port and Strategic Industrial Area							
Compensation for Lands Acquisition.....	1,868	1,818	1,818	1,818	1,818	1,818	1,818
Araluen Park.....	-	1,000	1,000	1,000	1,000	1,000	1,000
Area Assistance Schemes .....	132	-	-	-	-	-	-
Coastal Zone Management.....	687	728	914	907	952	952	952
Cossack Townsite.....	120	120	120	120	120	120	120
Finalising Closure of Wittenoom Townsite.....	-	3,010	560	1,974	476	-	-
Fire Risk Management Contribution .....	450	450	450	450	450	450	450
Heritage Grants .....	257	250	530	250	250	250	250
Kariyarra Indigenous Land Use Agreement .....	-	-	-	3,918	100	100	100
Local Government and Tourism .....	44	60	44	60	60	60	60
Local Projects Local Jobs.....	-	-	250	100	-	-	-
Northern Towns Development Fund.....	2,937	-	44	-	-	-	-
Oakajee Narnagulu Infrastructure Corridor.....	540	-	-	-	-	-	-
Other .....	397	279	206	612	125	125	125
Pastoral Lease Renewal Program							
Compensation for Lawful Improvements.....	7,137	313	-	-	-	-	-
Tamala Conservation Park Dual-use Path.....	-	-	2,000	-	-	-	-
<b>TOTAL</b> .....	<b>14,569</b>	<b>8,028</b>	<b>7,936</b>	<b>12,909</b>	<b>5,351</b>	<b>4,875</b>	<b>4,875</b>

**STATEMENT OF FINANCIAL POSITION <sup>(a)</sup>**  
**(Controlled)**

	2015-16	2016-17	2016-17	2017-18	2018-19	2019-20	2020-21
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
<b>CURRENT ASSETS</b>							
Cash assets .....	57,178	195,357	63,683	47,886	45,254	43,335	41,820
Restricted cash .....	7,627	6,204	6,361	4,701	4,701	4,701	4,701
Holding account receivables .....	577	625	625	562	562	682	682
Receivables .....	6,881	11,485	6,885	6,889	6,896	6,903	6,910
Other .....	1,932	1,963	3,244	3,344	3,344	3,344	3,344
<b>Total current assets .....</b>	<b>74,195</b>	<b>215,634</b>	<b>80,798</b>	<b>63,382</b>	<b>60,757</b>	<b>58,965</b>	<b>57,457</b>
<b>NON-CURRENT ASSETS</b>							
Holding account receivables .....	20,251	25,373	25,342	28,871	32,498	35,800	38,837
Property, plant and equipment .....	134,551	20,370	138,297	139,583	140,047	140,501	140,574
Intangibles .....	8,813	15,519	9,285	12,612	10,577	9,208	9,159
Restricted cash .....	-	1,061	305	606	899	1,195	1,440
Other .....	-	351	350	584	584	584	584
<b>Total non-current assets .....</b>	<b>163,615</b>	<b>62,674</b>	<b>173,579</b>	<b>182,256</b>	<b>184,605</b>	<b>187,288</b>	<b>190,594</b>
<b>TOTAL ASSETS .....</b>	<b>237,810</b>	<b>278,308</b>	<b>254,377</b>	<b>245,638</b>	<b>245,362</b>	<b>246,253</b>	<b>248,051</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions .....	17,654	16,380	17,640	17,640	17,640	17,640	17,640
Payables .....	2,186	2,776	2,186	2,186	2,186	2,186	2,186
Other .....	14,805	4,622	15,053	15,299	15,532	16,130	16,736
<b>Total current liabilities .....</b>	<b>34,645</b>	<b>23,778</b>	<b>34,879</b>	<b>35,125</b>	<b>35,358</b>	<b>35,956</b>	<b>36,562</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions .....	4,282	5,677	4,748	5,228	5,723	6,218	6,713
Other .....	19	25	19	19	19	19	19
<b>Total non-current liabilities .....</b>	<b>4,301</b>	<b>5,702</b>	<b>4,767</b>	<b>5,247</b>	<b>5,742</b>	<b>6,237</b>	<b>6,732</b>
<b>TOTAL LIABILITIES .....</b>	<b>38,946</b>	<b>29,480</b>	<b>39,646</b>	<b>40,372</b>	<b>41,100</b>	<b>42,193</b>	<b>43,294</b>
<b>EQUITY</b>							
Contributed equity .....	281,745	320,960	289,580	573,045	575,809	579,024	582,785
Accumulated surplus/(deficit) <sup>(b)</sup> .....	272,778	278,088	280,810	(12,120)	(15,888)	(19,305)	(22,369)
Reserves .....	252	5,691	252	252	252	252	252
Other .....	(355,911)	(355,911)	(355,911)	(355,911)	(355,911)	(355,911)	(355,911)
<b>Total equity .....</b>	<b>198,864</b>	<b>248,828</b>	<b>214,731</b>	<b>205,266</b>	<b>204,262</b>	<b>204,060</b>	<b>204,757</b>
<b>TOTAL LIABILITIES AND EQUITY .....</b>	<b>237,810</b>	<b>278,308</b>	<b>254,377</b>	<b>245,638</b>	<b>245,362</b>	<b>246,253</b>	<b>248,051</b>

(a) Full audited financial statements are published in the agencies' Annual Reports.

(b) The Accumulated surplus 2016-17 Estimated Actual of \$280.8 million is recognised as Contributed equity from 2017-18 onwards to acknowledge the transfer of functions to the new Department of Planning, Lands and Heritage.

**STATEMENT OF CASHFLOWS <sup>(a)</sup>  
(Controlled)**

	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
<b>CASHFLOWS FROM STATE GOVERNMENT</b>							
Service appropriations.....	113,684	118,198	113,389	111,220	96,141	94,517	94,961
Capital appropriation.....	5,435	5,283	5,283	2,391	2,485	2,610	3,473
Holding account drawdowns.....	646	591	591	625	562	562	562
Royalties for Regions Fund:							
Regional Community Services Fund.....	1,523	2,179	2,324	6,807	5,294	4,554	294
Regional Infrastructure and Headworks Fund.....	3,946	1,169	964	-	-	-	-
<b>Net cash provided by State Government.....</b>	<b>125,234</b>	<b>127,420</b>	<b>122,551</b>	<b>121,043</b>	<b>104,482</b>	<b>102,243</b>	<b>99,290</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits.....	(98,606)	(100,828)	(95,648)	(100,082)	(91,197)	(92,704)	(93,160)
Grants and subsidies.....	(8,659)	(8,028)	(8,249)	(12,909)	(5,351)	(4,875)	(4,875)
Supplies and services.....	(21,610)	(41,049)	(34,412)	(48,182)	(36,802)	(33,260)	(28,498)
Accommodation.....	(14,886)	(14,056)	(14,162)	(14,280)	(14,177)	(14,338)	(14,901)
Other payments.....	(22,860)	(18,969)	(19,673)	(18,172)	(17,706)	(17,587)	(17,494)
<b>Receipts <sup>(b)</sup></b>							
Regulatory fees and fines.....	2,275	90	90	1,092	1,056	1,080	1,080
Grants and subsidies.....	1,813	531	871	677	126	126	126
Sale of goods and services.....	4,798	5,798	5,798	5,626	5,733	5,733	5,733
GST receipts.....	5,359	6,732	6,732	6,761	6,233	6,233	6,233
Other receipts.....	48,079	48,392	47,164	50,659	48,311	48,898	49,231
<b>Net cash from operating activities.....</b>	<b>(104,297)</b>	<b>(121,387)</b>	<b>(111,489)</b>	<b>(128,810)</b>	<b>(103,774)</b>	<b>(100,694)</b>	<b>(96,525)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets.....	(3,866)	(8,602)	(7,814)	(9,389)	(3,047)	(3,172)	(4,035)
Proceeds from sale of non-current assets.....	-	62,562	-	-	-	-	-
<b>Net cash from investing activities.....</b>	<b>(3,866)</b>	<b>53,960</b>	<b>(7,814)</b>	<b>(9,389)</b>	<b>(3,047)</b>	<b>(3,172)</b>	<b>(4,035)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD</b>							
.....	17,071	59,993	3,248	(17,156)	(2,339)	(1,623)	(1,270)
Cash assets at the beginning of the reporting period.....	47,639	141,533	64,805	70,349	53,193	50,854	49,231
Net cash transferred to/from other agencies.....	95	1,096	2,296	-	-	-	-
<b>Cash assets at the end of the reporting period.....</b>	<b>64,805</b>	<b>202,622</b>	<b>70,349</b>	<b>53,193</b>	<b>50,854</b>	<b>49,231</b>	<b>47,961</b>

(a) Full audited financial statements are published in the agencies' Annual Reports.

(b) A determination by the Treasurer, pursuant to section 23 of the *Financial Management Act 2006*, provides for the retention of some cash receipts by the Department. Refer to the Net Appropriation Determination table below for further information. Other receipts are retained under the authority of other relevant Acts of Parliament.

**NET APPROPRIATION DETERMINATION <sup>(a)</sup>**

	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
<b>Regulatory Fees and Fines</b>							
Regulatory Fees and Fines.....	2,275	90	90	1,092	1,056	1,080	1,080
<b>Grants and Subsidies</b>							
Grants and Subsidies.....	1,813	531	871	677	126	126	126
<b>Sale of Goods and Services</b>							
Development Application Panel Fees.....	1,243	1,604	1,604	1,219	1,219	1,219	1,219
Sale of Goods and Services.....	3,555	4,194	4,194	4,407	4,514	4,514	4,514
<b>GST Receipts</b>							
GST Receipts.....	5,359	6,732	6,732	6,761	6,233	6,233	6,233
<b>Other Receipts</b>							
Receipts from Service Delivery Agreement...	38,773	44,777	43,517	46,019	44,637	45,222	45,553
Other Receipts.....	6,013	759	791	1,784	818	820	822
Pastoral Leases.....	3,293	2,756	2,756	2,756	2,756	2,756	2,756
Proceeds from Rental Properties.....	-	100	100	100	100	100	100
<b>TOTAL</b> .....	62,324	61,543	60,655	64,815	61,459	62,070	62,403

(a) The moneys received and retained are to be applied to the Department's services as specified in the Budget Statements.

**DETAILS OF ADMINISTERED TRANSACTIONS**

	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000	2020-21 Forward Estimate \$'000
<b>INCOME</b>							
<b>Other</b>							
Sale of Land.....	25,959	44,960	35,350	39,797	26,526	45,000	58,000
Interest Revenue.....	23	40	40	-	-	-	-
Other Revenue.....	81,171	1,569	6,587	1,569	1,569	1,569	1,569
Rent Revenue.....	26,496	13,792	15,544	17,296	17,734	18,172	18,609
Administered Grants and Transfer Payments.....	-	90,704	90,204	-	-	-	-
<b>TOTAL ADMINISTERED INCOME</b> .....	133,649	151,065	147,725	58,662	45,829	64,741	78,178
<b>EXPENSES</b>							
<b>Grants to Charitable and Other Public Bodies</b>							
Recurrent Grants and Subsidies.....	-	23,200	23,200	-	-	-	-
<b>Other</b>							
Payments to Consolidated Account.....	64,268	70,247	62,389	68,588	42,359	61,271	74,737
Employee Expenses.....	885	923	923	937	951	965	965
Other Expenses.....	59,707	8,125	3,292	9,340	6,619	4,411	4,356
Net Assets Transferred Out.....	27,364	-	5,018	-	-	-	-
Interest Expense.....	948	438	438	-	-	-	-
Impairment Losses.....	467,818	-	-	-	-	-	-
<b>TOTAL ADMINISTERED EXPENSES</b> .....	620,990	102,933	95,260	78,865	49,929	66,647	80,058

## Agency Special Purpose Account Details

### DAMPIER TO BUNBURY NATURAL GAS PIPELINE CORRIDOR SPECIAL PURPOSE ACCOUNT

Account Purpose: The Dampier to Bunbury Natural Gas Pipeline Corridor Special Purpose Account provides funds for the widening of the original corridor through the purchase of land and easement over land.

	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000
Opening Balance .....	26,848	23,079	25,947	25,793
Receipts:				
Other .....	1,631	1,556	1,705	1,556
	28,479	24,635	27,652	27,349
Payments .....	2,532	5,403	1,859	5,925
<b>CLOSING BALANCE</b> .....	25,947	19,232	25,793	21,424

### PERRY LAKES SPECIAL PURPOSE ACCOUNT

Account Purpose: The Perry Lakes Special Purpose Account was established under section 41 of the *Perry Lakes Redevelopment Act 2005* (the Act) and constituted under section 16 of the *Financial Management Act 2006*. The purpose of this account is to manage the financial provisions of the Act for the redevelopment of Perry Lakes for housing and the development of sporting facilities for athletics, basketball and rugby on the AK Reserve land. The sporting facilities were completed and transferred to VenuesWest, and remaining lands were transferred to the Town of Cambridge in July 2015. 'Completion Day' was proclaimed as 25 November 2016. Upon this declaration the final compensation payment to the Town of Vincent was paid and borrowings repaid to the Treasurer.

	2015-16 Actual \$'000	2016-17 Budget \$'000	2016-17 Estimated Actual \$'000	2017-18 Budget Estimate \$'000
Opening Balance .....	1,095	1,128	1,014	-
Receipts:				
Appropriations.....	-	88,704	88,704	-
Other .....	39	40	40	-
	1,134	89,872	89,758	-
Payments .....	120	89,872	89,758	-
<b>CLOSING BALANCE</b> .....	1,014	-	-	-